

Exhibit 4

October 27, 2020

102 to 105

<p style="text-align: right;">Page 102</p> <p>- KEVIN LUCAS -</p> <p>A. Got you.</p> <p>Q. And do you see five names here, Ben Wilson, Evren Ery -- I can't say his last name -- Eryurek, Jonathan Nelson, Nicholas Harteau, and Paul Strong? Do you see that?</p> <p>A. Yes.</p> <p>Q. Were those all in OCTO?</p> <p>MR. GAGE: Objection. At what point in time are you talking about?</p> <p>MS. GREENE: This is as of November 20th, 2017.</p> <p>A. So I know Ben Wilson was; I am familiar with him. The other names look somewhat familiar so I -- I would, yes, they were probably in OCTO.</p> <p>Q. Other than these individuals at Level 9, were there other technical solutions consultants at Level 9 within Cloud not listed here?</p> <p>MR. GAGE: Objection.</p> <p>A. I wouldn't be able to definitively say without looking at the document myself.</p> <p>Q. If you go down to Page 7, beginning with Line 284, do you know whether any of those</p>	<p style="text-align: right;">Page 104</p> <p>- KEVIN LUCAS -</p> <p>time.</p> <p>MR. GAGE: Right, but I don't know that the witness knows that so that's the basis of my objection is you're not be specific about when you're asking him.</p> <p>Q. 2017, 2018, and 2019, were there technical solutions consultants in Google Cloud outside of OCTO?</p> <p>A. Technical solu -- any level on the job family, yes.</p> <p>Q. Level 8 or 9.</p> <p>A. I can't confirm Level 8 or 9 outside of OCTO without doing some research, because that job family is used in other parts of Cloud.</p> <p>So in our go-to-market organization, that is the job family that is used for customer solutions engineer for which I think, I'm almost positive, at that point in time there were -- there was at least one director. Whether it's Level 8 or 9, I'm not sure.</p> <p>Q. So with respect to clust -- customer solutions engineer, is it your testimony that they also used the technical solutions consultant ladder?</p>
<p style="text-align: right;">Page 103</p> <p>- KEVIN LUCAS -</p> <p>principal technical solutions consultants at Level 8 are outside of OCTO?</p> <p>MR. GAGE: Objection.</p> <p>A. I would have to look up each individual one. A couple of names sound familiar, but I would have to look it all up.</p> <p>Q. Have you seen this list before?</p> <p>A. No.</p> <p>Q. And so if I were to tell you that at any point over -- you know, this is different snapshots for three different years. If that each of those snapshots it showed only technical solutions consultants within OCTO, is it your testimony that there were technical solutions consultants at Levels 8 and 9 within Google Cloud outside of OCTO?</p> <p>MR. GAGE: Objection.</p> <p>A. Again I --</p> <p>MR. GAGE: Are you talking about a specific point in time, are you talking about today?</p> <p>MS. GREENE: The years that these documents reflect. These documents are again snapshots from three different periods of</p>	<p style="text-align: right;">Page 105</p> <p>- KEVIN LUCAS -</p> <p>A. Yes, that is my understanding and I think they still do.</p> <p>Q. And that's an Eng role?</p> <p>A. No, it is not.</p> <p>Q. Are there other roles that use the technical solutions consultant ladder?</p> <p>A. I am not aware of other roles within Cloud, other than the ones that I've mentioned, that use the TSC job family. There are several roles outside of Cloud that use that family.</p> <p>Q. Focusing on director level roles --</p> <p>A. Okay.</p> <p>Q. -- what are the substantive differences between a director in a technical solutions consultant role and a product management role?</p> <p>A. Oh, they're -- they're rather different roles.</p> <p>A product manager -- a product management director is defining the strategy of the product in the multi-tier road map and partnering with engineering to actually build according to that road map and deliver that</p>

<p style="text-align: right;">Page 122</p> <p>1 - KEVIN LUCAS -</p> <p>2 specific number, but I would say it's very, very</p> <p>3 few.</p> <p>4 Typically once you move -- or at</p> <p>5 Level 8 and above. The vast majority of</p> <p>6 people in those roles are people managers unless</p> <p>7 your role is maybe a bit nuanced or specialized or</p> <p>8 divergent in -- in some way. So, for example,</p> <p>9 I've worked with director-level chief of staff who</p> <p>10 was an individual contributor.</p> <p>11 Q. And what significance does being an</p> <p>12 individual contributor versus being a person</p> <p>13 manager have for an individual; how is that -- how</p> <p>14 is that designation used in the decision-making</p> <p>15 process at Google?</p> <p>16 MR. GAGE: Objection.</p> <p>17 A. Can I ask you to clarify what</p> <p>18 decision-making process?</p> <p>19 Q. I'm trying to understand everything</p> <p>20 that may be implicated by someone having the</p> <p>21 designation of individual contributor versus</p> <p>22 manager.</p> <p>23 A. Oh, okay.</p> <p>24 MR. GAGE: Objection.</p> <p>25 Go ahead.</p>	<p style="text-align: right;">Page 124</p> <p>1 - KEVIN LUCAS -</p> <p>2 managers people management training from</p> <p>3 which I'm not sure if people place much</p> <p>4 significance on that aspect of it. Yeah, I -- I</p> <p>5 don't see that it's -- there's a lot of</p> <p>6 significance in it.</p> <p>7 Q. With respect to the distinguished</p> <p>8 technical solutions consultant role --</p> <p>9 A. Okay.</p> <p>10 Q. -- are you aware of a minimum number</p> <p>11 of years of experience needed for that role?</p> <p>12 A. I -- I would have to consult the</p> <p>13 guidelines. I would speculate that you said it</p> <p>14 distinguishes L 8, if I remember correctly. I</p> <p>15 would speculate it's probably somewhere between</p> <p>16 upper teens, maybe twenty.</p> <p>17 Q. What about with respect to the L 9</p> <p>18 role?</p> <p>19 A. I would say -- and a qualifier to</p> <p>20 that is relevant years of experience. For the</p> <p>21 L 9, I would probably say just kind of a handful</p> <p>22 more than -- than whatever that memo is.</p> <p>23 Q. Do you know this to be the case or is</p> <p>24 this your assumption based on what you know about</p> <p>25 Google generally?</p>
<p style="text-align: right;">Page 123</p> <p>1 - KEVIN LUCAS -</p> <p>2 A. Apologies, I'm trying to think</p> <p>3 through like the -- the fundamental differences</p> <p>4 there.</p> <p>5 I'm saying it's not diff -- IC versus</p> <p>6 people manager isn't necessarily an -- an</p> <p>7 individual decision; it's a structural decision or</p> <p>8 a functional decision, right. So it's -- I think</p> <p>9 we could be hard-pressed to find a Level 8</p> <p>10 director saying I want to be an individual</p> <p>11 contributor and that making sense enough to</p> <p>12 actually doing that.</p> <p>13 That said, there are the nuances that</p> <p>14 I mentioned before like a chief of staff or highly</p> <p>15 specialized or nuance role whatever it may be. I</p> <p>16 would say what significance it has, I can't say</p> <p>17 too much because when I think about it from a</p> <p>18 performance or promotion perspective you're still</p> <p>19 evaluated on the expectations of your -- your role</p> <p>20 and ladder regardless of people manager versus</p> <p>21 ICs.</p> <p>22 I'm not aware of any compensation</p> <p>23 differences between people manager versus ICs.</p> <p>24 It's -- it's -- there's a slight difference in</p> <p>25 terms of training, whereby we offer people</p>	<p style="text-align: right;">Page 125</p> <p>1 - KEVIN LUCAS -</p> <p>2 A. Well, it's --</p> <p>3 MR. GAGE: Objection.</p> <p>4 Go ahead.</p> <p>5 A. Without -- without looking -- I said</p> <p>6 it is speculative without looking at the -- the</p> <p>7 specific leveling guidelines; but in observation</p> <p>8 of directors we have brought into the</p> <p>9 organization, that's what leads me to that number.</p> <p>10 Q. When we looked at the leveling</p> <p>11 guidelines earlier we didn't see a minimum number</p> <p>12 of years, correct?</p> <p>13 MR. GAGE: Objection.</p> <p>14 You can look back at the document if</p> <p>15 you'd like, but -- do you know which document</p> <p>16 that was that you're referring to, Cara?</p> <p>17 MS. GREENE: Yeah, give me one</p> <p>18 moment.</p> <p>19 THE WITNESS: I think it was 10 --</p> <p>20 no.</p> <p>21 Q. Did you find it for the technical</p> <p>22 solutions consultant?</p> <p>23 A. I haven't yet. I'm clicking through</p> <p>24 each tab.</p> <p>25 Q. All right, I've got it. Give me one</p>

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<p style="text-align: right;">Page 126</p> <p style="text-align: center;">- KEVIN LUCAS -</p> <p>1 moment.</p> <p>2</p> <p>3 A. I think I -- no, that wasn't the one.</p> <p>4 Q. Try Tab 26.</p> <p>5 MR. GAGE: And is that the document</p> <p>6 you were referring to in your question?</p> <p>7 MS. GREENE: It was.</p> <p>8 A. You're correct, and it is not</p> <p>9 mentioned in this document; but this document is</p> <p>10 behavioral descriptors across levels, so similar</p> <p>11 to the SWE ladder whereby we articulate</p> <p>12 complexity, scope, things like that across level.</p> <p>13 Q. Are you aware of any other document</p> <p>14 that includes leveling guidelines for technical</p> <p>15 solutions consultant?</p> <p>16 A. Not specific to technical solutions</p> <p>17 consultant. I'm trying to find the --</p> <p>18 Q. Are you aware of anything that</p> <p>19 outlines any sort of years requirement with</p> <p>20 respecting -- with respect to the leveling of</p> <p>21 technical solutions consultant?</p> <p>22 A. Nothing unique to TSCs. I apologize,</p> <p>23 that's why I'm looking a little confused, because</p> <p>24 I can't remember seeing anything that is job</p> <p>25 family-specific leveling guidelines.</p>	<p style="text-align: right;">Page 128</p> <p style="text-align: center;">- KEVIN LUCAS -</p> <p>1 right now.</p> <p>2</p> <p>3 THE WITNESS: Is that -- is that a</p> <p>4 good break for you?</p> <p>5 MS. GREENE: Sure.</p> <p>6 THE WITNESS: Does that work?</p> <p>7 MS. GREENE: Uh-huh.</p> <p>8 THE VIDEOGRAPHER: Okay. We're going</p> <p>9 off the record, the time is 3:54 New York</p> <p>10 time.</p> <p>11 (Whereupon, there was a brief recess</p> <p>12 in the proceedings.)</p> <p>13 THE VIDEOGRAPHER: The time is 4:02</p> <p>14 p.m. New York time, we're back on the record.</p> <p>15 Q. Okay. I want you to take a look at</p> <p>16 what's been marked as Exhibit 11. This is the</p> <p>17 spreadsheet and so you may by going to the</p> <p>18 upper -- there might be a Box in the upper</p> <p>19 right-hand corner that allows you to choose what</p> <p>20 format you open up in.</p> <p>21 A. Okay. Unfortunately it says "Box for</p> <p>22 office online has locked," so I can only look at</p> <p>23 it in basically a PDF view. Let me actually go</p> <p>24 back and try to right click and open differently.</p> <p>25 It does not allow me to open it</p>
<p style="text-align: right;">Page 127</p> <p style="text-align: center;">- KEVIN LUCAS -</p> <p>1</p> <p>2 Q. With respect to years of experience,</p> <p>3 are you aware of anything generally that sets</p> <p>4 forth level for -- years of experience with</p> <p>5 respect to leveling for people at the L 8 or L 9</p> <p>6 levels?</p> <p>7 A. That's -- that's what I was just</p> <p>8 trying to think through and -- let me think a</p> <p>9 little more.</p> <p>10 I can't remember anything. It's so</p> <p>11 frustrating.</p> <p>12 Q. It's okay. If you don't remember or</p> <p>13 you don't know, that's a fine answer as well. Is</p> <p>14 your answer you don't remember sitting here right</p> <p>15 now?</p> <p>16 A. I don't remember.</p> <p>17 Q. Okay. With respect --</p> <p>18 MR. GAGE: Can we take break at some</p> <p>19 point, convenient break?</p> <p>20 THE WITNESS: Thank you. Forgive me,</p> <p>21 sorry, I can't really follow.</p> <p>22 MS. GREENE: Sure, I see you drinking</p> <p>23 the Coke there. It's fine.</p> <p>24 THE WITNESS: I know.</p> <p>25 MS. GREENE: We can go off the record</p>	<p style="text-align: right;">Page 129</p> <p style="text-align: center;">- KEVIN LUCAS -</p> <p>1 differently. It's -- there's a -- when I right</p> <p>2 click, it says I can request unlock.</p> <p>3</p> <p>4 Q. Yeah. We had requested unlock for</p> <p>5 you to be open it in Excel.</p> <p>6 A. I can try here and see if I can.</p> <p>7 Q. I'm not going to ask you anything too</p> <p>8 detailed about this.</p> <p>9 A. Okay.</p> <p>10 Q. The first question, if you're able to</p> <p>11 zoom in at all, is whether you even recognize what</p> <p>12 this document is?</p> <p>13 A. I don't recognize this document,</p> <p>14 but it appears as though the content is the</p> <p>15 descriptors of how we would assess a candidate</p> <p>16 across four different attributes.</p> <p>17 MR. GAGE: And I just -- can I just</p> <p>18 note, I have a icon that says "The file is</p> <p>19 being edited with Box for office online."</p> <p>20 What does that mean?</p> <p>21 MS. GREENE: It may mean that because</p> <p>22 you opened it and we gave access --</p> <p>23 MR. GAGE: Okay.</p> <p>24 MS. GREENE: -- you -- you're able to</p> <p>25 edit it, but --</p>

<p style="text-align: right;">Page 138</p> <p style="text-align: center;">- KEVIN LUCAS -</p> <p>1 Q. So level is one thing that's</p> <p>2 considered in setting someone's salary?</p> <p>3 A. Yes.</p> <p>4 Q. Are there salary guidelines that</p> <p>5 apply with respect to level?</p> <p>6 A. Yes, with respect to each of those</p> <p>7 three things mentioned, role, level, and location.</p> <p>8 So the -- Google is a little bit different in that</p> <p>9 we don't have salary ranges for specific role,</p> <p>10 level, and locations.</p> <p>11 We have what we call market reference</p> <p>12 points and it is a point in the market where we</p> <p>13 target pay and you measure someone against that</p> <p>14 market reference like in the form of a comp or</p> <p>15 ratio. So it's basically where they sit against</p> <p>16 the market reference point.</p> <p>17 Q. So if you knew someone's role, level,</p> <p>18 and location, how would you go about figuring out</p> <p>19 what their salary should be?</p> <p>20 A. Meaning myself or if I was just an</p> <p>21 Googler?</p> <p>22 Q. How does Google go about determining</p> <p>23 what someone's salary should be once someone's</p> <p>24 role, level, and location is known?</p> <p>25</p>	<p style="text-align: right;">Page 140</p> <p style="text-align: center;">- KEVIN LUCAS -</p> <p>1 the chest with our compensation team.</p> <p>2 Q. Is there a particular application or</p> <p>3 program or otherwise that's used to access the</p> <p>4 MRP?</p> <p>5 A. Yeah. So I don't know how the</p> <p>6 compensation managers -- kind of the full database</p> <p>7 of combinations of all of these things.</p> <p>8 The one time a year in which people</p> <p>9 partners and managers have visibility into market</p> <p>10 reference points, et cetera is during compensation</p> <p>11 planning when we plan comp in a tool called GComp;</p> <p>12 and after we go through planning, the tool is</p> <p>13 actually taken offline. So you can only access it</p> <p>14 for the short period of time by short-planning</p> <p>15 compensation.</p> <p>16 Q. So individuals who are coming in into</p> <p>17 the same role in the same level in the same</p> <p>18 market, would they be paid the same salary?</p> <p>19 A. It is possible, but in any sort of</p> <p>20 external offer, right, you can negotiate your</p> <p>21 salary.</p> <p>22 And I think in practice we try not to</p> <p>23 negotiate salary that much because you can</p> <p>24 imagine if you start negotiating salary, and in</p> <p>25</p>
<p style="text-align: right;">Page 139</p> <p style="text-align: center;">- KEVIN LUCAS -</p> <p>1 A. Yup, so it is largely</p> <p>2 algorithmic-driven. We begin by bringing someone</p> <p>3 in at the 80th percentile -- or, sorry, I guess an</p> <p>4 important qualification here is the time.</p> <p>5 So we I would say in -- gosh, when</p> <p>6 was that. May be three years ago now; it might</p> <p>7 have been four years. It's been several years,</p> <p>8 but essentially what we do is we bring someone in</p> <p>9 at the 80th percentile of the MRP which is</p> <p>10 respective of their role, level, and location for</p> <p>11 which -- go ahead.</p> <p>12 Q. No, please finish.</p> <p>13 A. I was going to say as -- as you</p> <p>14 move -- as we move through our performance</p> <p>15 management processing comp cycle each year, in</p> <p>16 theory you get closer and closer to the MRP. So</p> <p>17 it's a flattening curve, but it does actually go</p> <p>18 up in the marketing so it's possible for your</p> <p>19 salary to be higher than MRP. MRP is the Market</p> <p>20 Reference Point against.</p> <p>21 Q. Where are those market reference</p> <p>22 points recorded?</p> <p>23 A. They are not public or -- or</p> <p>24 transparent to viewers. They are held close to</p> <p>25</p>	<p style="text-align: right;">Page 141</p> <p style="text-align: center;">- KEVIN LUCAS -</p> <p>1 pretty meaningful ways, you -- you could start</p> <p>2 finding a compression at the market reference</p> <p>3 point, whereby a Googler won't experience</p> <p>4 meaningful salary increases year over year. So we</p> <p>5 try to build in that progression with performance.</p> <p>6 Q. I think you testified earlier that</p> <p>7 the salary was algorithmic?</p> <p>8 A. So it's -- as I've seen it happen, it</p> <p>9 is a trick -- it's a spreadsheet by which you</p> <p>10 essentially enter these data points, right. Like</p> <p>11 you enter the job code for widget inside and out,</p> <p>12 all of the back-end MRPs, so it will actually</p> <p>13 populate what the offer should be without</p> <p>14 considering any -- any other information and that</p> <p>15 becomes kind of your starting point in most cases.</p> <p>16 Q. So what are the factors that are</p> <p>17 entered into, what are the data points that are</p> <p>18 entered in to calculate what the starting point</p> <p>19 for the compensation discussion should be?</p> <p>20 And I'm specifically looking at</p> <p>21 hiring right now.</p> <p>22 A. Sure.</p> <p>23 Q. We'll come back to comp discussions</p> <p>24 in the course of the, you know, performance</p> <p>25</p>

<p style="text-align: right;">Page 142</p> <p>1 - KEVIN LUCAS -</p> <p>2 year --</p> <p>3 A. Sure.</p> <p>4 Q. -- but right now I'm looking at</p> <p>5 hiring.</p> <p>6 A. Sure, sure. So for new hire comp, as</p> <p>7 I understand it, they enter the job code and the</p> <p>8 location, because the job code already has level</p> <p>9 factored into it because you have a different job</p> <p>10 code for each level. So the job code and location</p> <p>11 drives that outcome.</p> <p>12 Q. And once you've entered that in, what</p> <p>13 is relayed back out for new hires?</p> <p>14 A. Yep. So it then becomes a, quote,</p> <p>15 approved offer. So that output is then pushed</p> <p>16 through GHire back to the recruiter to say here's</p> <p>17 your approved offer that you can extend, for which</p> <p>18 recruiters have a -- a relatively narrow range for</p> <p>19 which they can negotiate based on how the</p> <p>20 candidate responds to it, but it's relatively</p> <p>21 narrow.</p> <p>22 If anything, if they need to -- to</p> <p>23 consider going outside of that range it actually</p> <p>24 has to go back to model again and to potentially</p> <p>25 additional layers of approval, but that doesn't</p>	<p style="text-align: right;">Page 144</p> <p>1 - KEVIN LUCAS -</p> <p>2 Q. So I guess my -- a different question</p> <p>3 is: Given that Google's job titles and job code</p> <p>4 are unique to Google --</p> <p>5 A. Yup.</p> <p>6 Q. -- what external positions are they</p> <p>7 measured against?</p> <p>8 A. Yup. So we contribute to</p> <p>9 compensation surveys, like the majority of other</p> <p>10 companies do, for which we submit anonymous comp</p> <p>11 data to a third-party that essentially comes back</p> <p>12 to us to say here's what this job and level pays</p> <p>13 in this respective location, and we then decide</p> <p>14 where we target in that range that the job pays.</p> <p>15 Q. And so --</p> <p>16 A. So --</p> <p>17 Q. Go ahead.</p> <p>18 A. I just going to say so, for example,</p> <p>19 in -- in most cases we contribute data as do</p> <p>20 around 30 other companies depending on the</p> <p>21 respective job, by which you can imagine the usual</p> <p>22 suspects for Google. So for the majority of our</p> <p>23 technical roles you would see the likes of Amazon,</p> <p>24 Facebook, Apple, et cetera in -- in the mix to</p> <p>25 inform where we decide to target in the market.</p>
<p style="text-align: right;">Page 143</p> <p>1 - KEVIN LUCAS -</p> <p>2 not happen too often, at least in observation.</p> <p>3 Q. And what are the components of the</p> <p>4 output in an approved offer?</p> <p>5 A. Salary, bonus, and equity. Although,</p> <p>6 bonus isn't a dollar that we necessarily</p> <p>7 communicate. It's a percentage that's</p> <p>8 automatically tied to the level, so that doesn't</p> <p>9 -- so new hire offers, there are three components</p> <p>10 comm -- communicated back to the recruiter for</p> <p>11 which they can extend the offer to the candidate.</p> <p>12 It is salary, bonus, and equity.</p> <p>13 The bonus is a fixed target</p> <p>14 percentage that we communicate so we don't</p> <p>15 actually communicate the dollar value to the</p> <p>16 bonus, and then salary is -- is slightly</p> <p>17 negotiable as is equity some degree. In some</p> <p>18 cases, we will consider sign-on bonuses if that is</p> <p>19 a lever that we need to pull.</p> <p>20 Q. For purposes of the -- what is it M</p> <p>21 -- MS -- MRP?</p> <p>22 A. MR, yes. Correct.</p> <p>23 Q. For purposes of the MRP, are any</p> <p>24 positions grouped together?</p> <p>25 A. Not that I'm aware of, no.</p>	<p style="text-align: right;">Page 145</p> <p>1 - KEVIN LUCAS -</p> <p>2 Q. And how do you know what position</p> <p>3 externally you're targeting it against?</p> <p>4 A. Yeah. So the simplest way to</p> <p>5 describe it, it's almost like job descriptions</p> <p>6 that you submit to qualify or to kind of describe</p> <p>7 a -- a role.</p> <p>8 For the more common roles, you can</p> <p>9 imagine like where there's large end count like</p> <p>10 product management and -- and software</p> <p>11 engineering, that's probably where it's a little</p> <p>12 more straightforward. Whereby some of the other</p> <p>13 smaller job family roles, it's a little more you</p> <p>14 have to identify qualifiers by which you want to</p> <p>15 measure against.</p> <p>16 So said differently, you get to</p> <p>17 decide the ratio of functions that make up a role.</p> <p>18 So for like let's say solutions consultant -- and</p> <p>19 I'm making up the categories here, but I'm just</p> <p>20 going to try to articulate a point -- there's</p> <p>21 probably a consulting function that is weighted at</p> <p>22 25 percent, there's probably a project management</p> <p>23 function that's weighted as well. So it starts to</p> <p>24 form a more cross-comp -- or a company agnostic</p> <p>25 view of what roles are that form the output that</p>

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<p style="text-align: right;">Page 174</p> <p>1 - KEVIN LUCAS -</p> <p>2 look different?</p> <p>3 A. Day-to-day responsibilities for</p> <p>4 software engineering don't change a whole lot from</p> <p>5 Level 8s to 9. It is similar to our conversation</p> <p>6 we previously had, whereby either the scope and</p> <p>7 visibility and impact of their role shifts in some</p> <p>8 ways.</p> <p>9 So they are probably more aligned to</p> <p>10 a higher priority product, perhaps a more kind of</p> <p>11 innovative product if you will. They may start</p> <p>12 leading a larger organization whereby more,</p> <p>13 quote/unquote, products roll up to them.</p> <p>14 So it's more about kind of scope and</p> <p>15 product prior -- priority than shifting day-to-day</p> <p>16 responsibilities from an L 8 to L 9 software</p> <p>17 engineer.</p> <p>18 Q. What are the skills necessary for an</p> <p>19 L 8 software engineer?</p> <p>20 A. Coding ability is probably the -- the</p> <p>21 fore -- the forerunner there for which they still</p> <p>22 have to go through coding interviews when code is</p> <p>23 submitted in their interview packets, et cetera,</p> <p>24 so that is probably the largest one.</p> <p>25 There's going to be elements,</p>	<p style="text-align: right;">Page 176</p> <p>1 - KEVIN LUCAS -</p> <p>2 that makes sense.</p> <p>3 Q. And with respect to the director of</p> <p>4 product management, what are the day-to-day</p> <p>5 responsibilities for a director of product</p> <p>6 management Level 8 look like?</p> <p>7 A. Level 8, yeah. There are going to be</p> <p>8 probably a few different elements there.</p> <p>9 There's going to be part of their</p> <p>10 time that's spent on strategic direction of the</p> <p>11 product and the ability defining where we want to</p> <p>12 take this product on a multi-year road map and</p> <p>13 starting to form a point of view on how we deliver</p> <p>14 that -- that road map over the next, let's say,</p> <p>15 six months to a few years.</p> <p>16 There's an element around kind of</p> <p>17 data analysis and customer feedback, so adjusting</p> <p>18 how customers are using the product or service</p> <p>19 and -- and responding to that feedback in either</p> <p>20 reactive ways to support the need we didn't meet</p> <p>21 or perhaps proactively thinking about features</p> <p>22 that we can build into the product or service that</p> <p>23 may unlock value to their business that they may</p> <p>24 not necessarily see.</p> <p>25 L 8 product managers are -- are</p>
<p style="text-align: right;">Page 175</p> <p>1 - KEVIN LUCAS -</p> <p>2 depending on which track you're on, of leading a</p> <p>3 team or organization. You're probably gonna to</p> <p>4 see elements of strategic thinking to execution</p> <p>5 because you have to be able to work with product</p> <p>6 managers on -- on kind of building up that product</p> <p>7 road map, but you also have to -- with production</p> <p>8 managers on building the product road map and then</p> <p>9 working with frontline engineers to actually code</p> <p>10 the products themselves.</p> <p>11 So it's a pretty interesting blend of</p> <p>12 technical depth and kind of product leadership.</p> <p>13 Q. And --</p> <p>14 MS. GREENE: Hope, can you read back</p> <p>15 the last question. Just the question, not</p> <p>16 the answer.</p> <p>17 (The question requested was read back</p> <p>18 by the reporter.)</p> <p>19 Q. And what different skills are is</p> <p>20 required of a Level 9 --</p> <p>21 MR. GAGE: Objection.</p> <p>22 Q. -- a Level 9 software engineer?</p> <p>23 A. If I -- I would probably say it's</p> <p>24 just greater depth or ability of what I just</p> <p>25 mentioned. So similar buckets, just more of if</p>	<p style="text-align: right;">Page 177</p> <p>1 - KEVIN LUCAS -</p> <p>2 people leaders, so there's not a kind of</p> <p>3 individual or technical track in the manager</p> <p>4 track; it's all one. So they're likely lead a --</p> <p>5 probably a small to medium-sized team of product</p> <p>6 managers on respective product or groups of</p> <p>7 related products.</p> <p>8 And then similar to software</p> <p>9 engineering, there's a portion of their time</p> <p>10 that's spent in kind of meeting, corroborating</p> <p>11 with Eng, talking about feasibility and product</p> <p>12 road maps, and how we actually think about</p> <p>13 building these -- these over time.</p> <p>14 Similar to software engineering, the</p> <p>15 difference between L 9 -- L 8 and L 9 is largely</p> <p>16 scope, scope -- scope, product complexity, or</p> <p>17 product portfolios that we will likely grow them</p> <p>18 into additional prod -- roles that have</p> <p>19 responsibility for additional products and/or ask</p> <p>20 them to build out more nascent products. So it's</p> <p>21 going to be the innovation side of it.</p> <p>22 Q. And I apologize if you already</p> <p>23 answered this: Is -- product management, is that</p> <p>24 considered an Eng role as you consider it?</p> <p>25 A. So Eng is most often referred to as</p>